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1983/10/18

Maxwell D. Taylor Oral History

OSD Historian's Office

10/18/83

Re: RSM & Taylor as CJCS

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MDT: "I said, 'Bob, I want you to know, I really have no desire to come back to the Pentagon. But if I do come, I intend to adhere to the following: Number one: I would never take a black snake whip to try to drive unanimity into my Chiefs. I would obviously try to get agreement. We know we're stronger if we're not divided, but when we have an honest impasse we're going to blow a whistle, stop, take up sides and produce a document stating the position of the disputants. Then I'll add my opinion and bring the decision to you.' He said, 'That's fine.' When I took the job I told my fellow Chiefs exactly the rules of the game. It was amazing how few splits we had. Why? Because they knew that I was very close to McNamara, that I would never bring a paper that the Secretary wouldn't support. So I had a great advantage versus the Chiefs."